

Digital Finance KK Wind Solutions

Bjørn R. Mogensen | Digital Finance Day | September 19, 2024

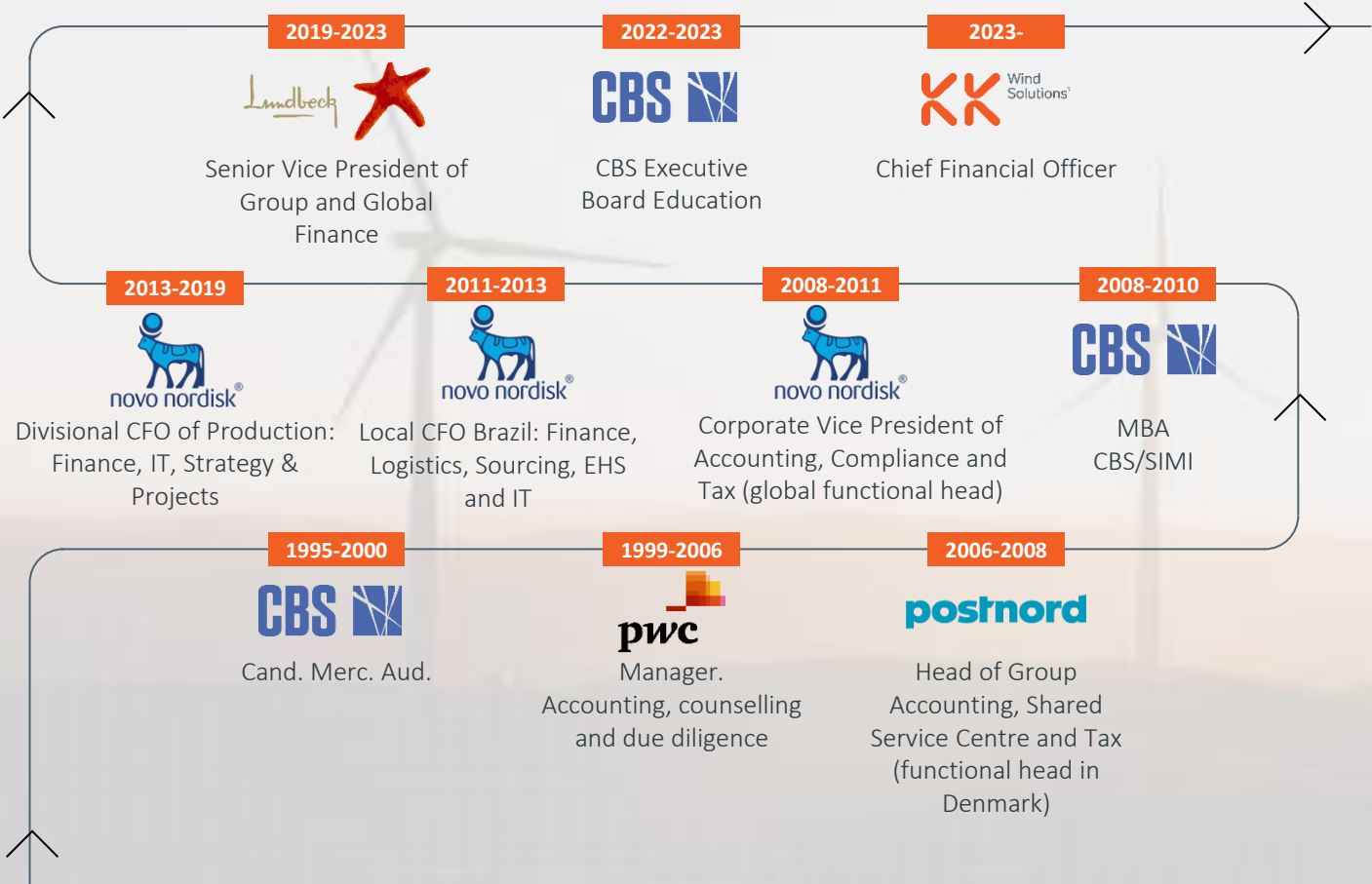
We innovate to integrate®

Professional background

Bjørn R. Mogensen



25+ years of leadership experience in Finance





Agenda

1. Introduction to the firm

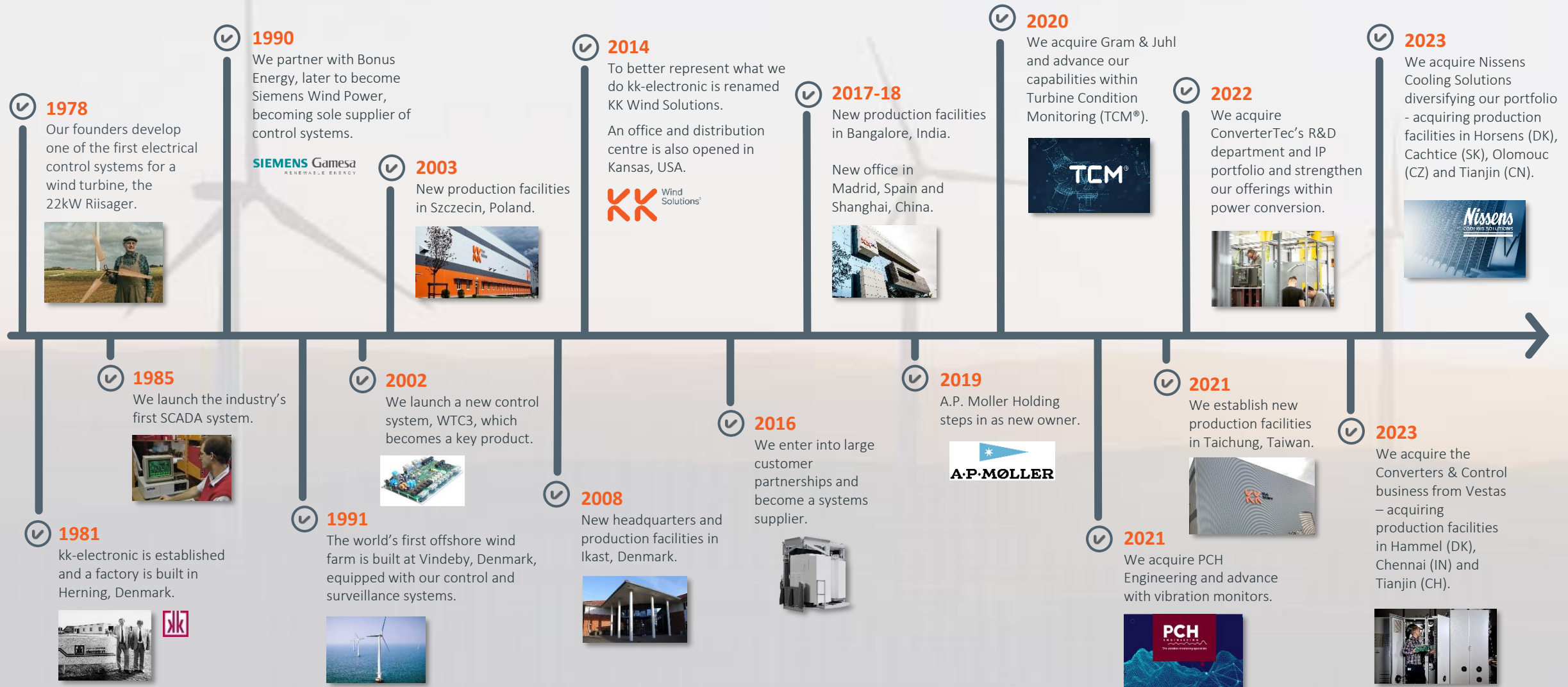
2. Our journey

3. Q&A



Our history

40+ years of experience in electrical and mechanical systems



Part of A.P. Møller Holding

A strong owner to support our growth journey



A.P. MOLLER HOLDING

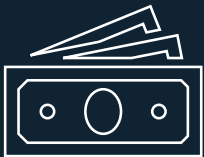
Principal investments



A.P. MOLLER
- MÆRSK



UNILABS



DANSKE
BANK



FAERCH



NOBLE



INNARGI



ZERONORTH

Scale ups



KK WIND
SOLUTIONS



MAERSK SUPPLY
SERVICE



MAERSK
TANKERS



Svitzer



A.P. MOLLER
CAPITAL

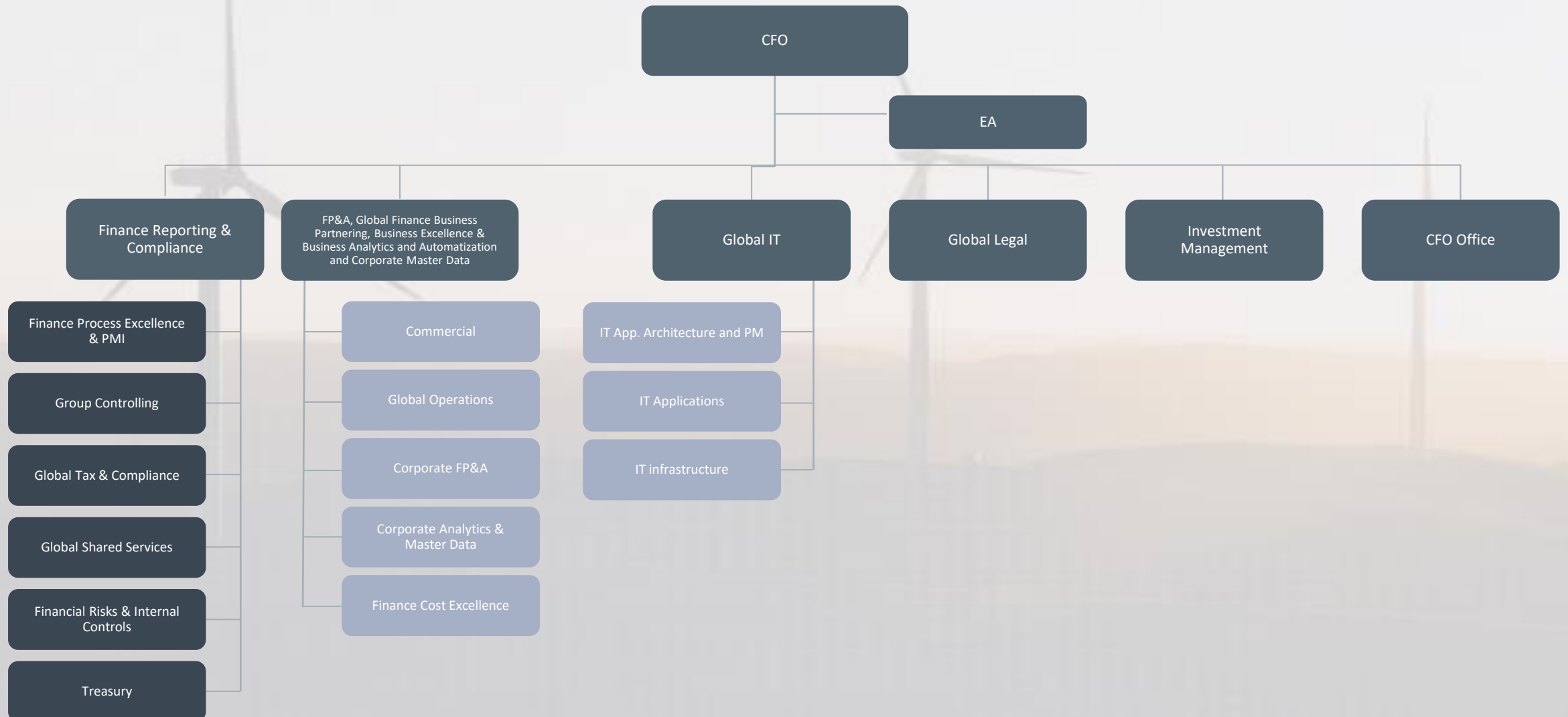


C2X



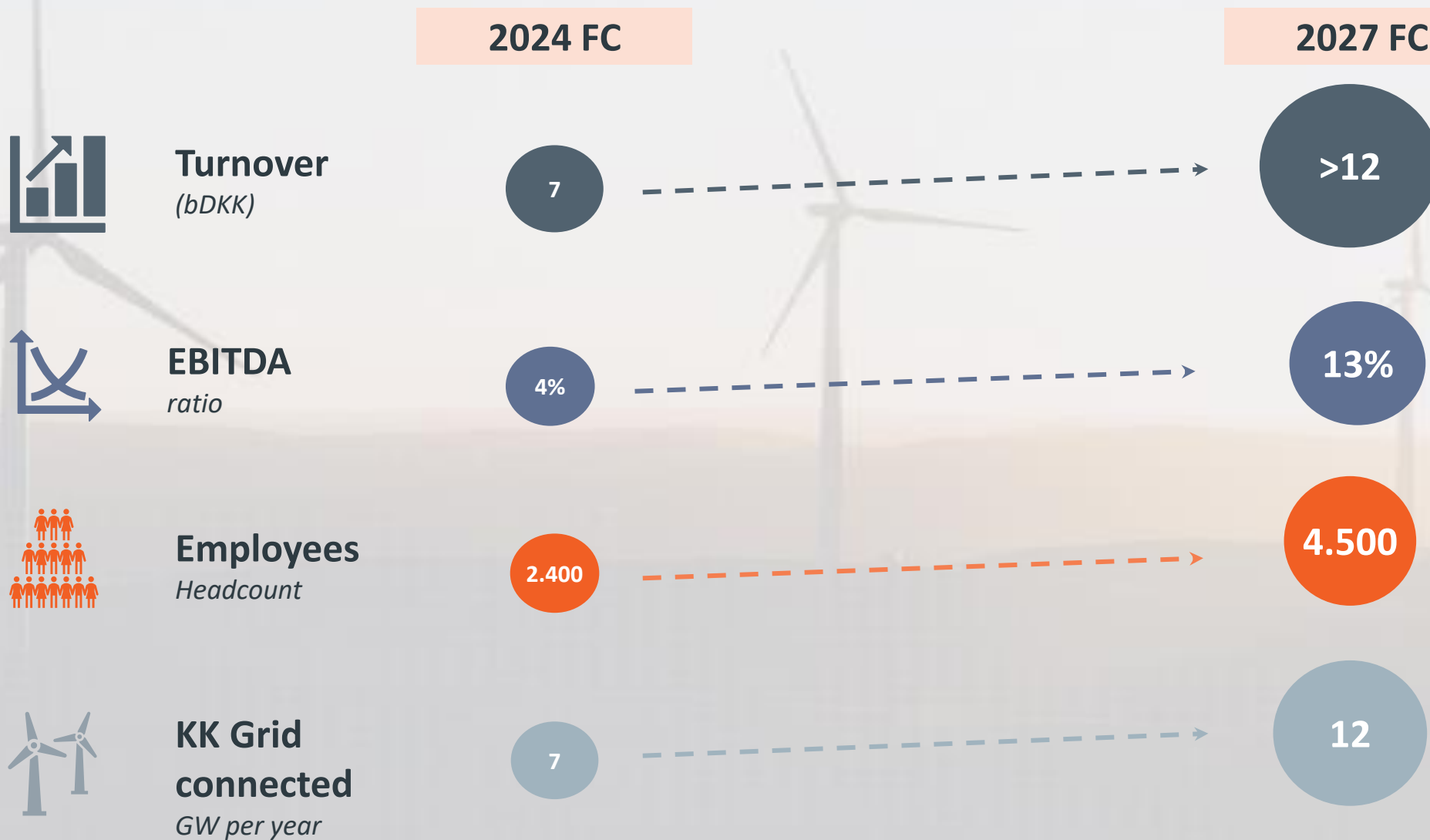
MAERSK OFFSHORE
WIND

Corporate Finance, Legal & IT



KK growth journey ahead

Long term plan 2023-2027

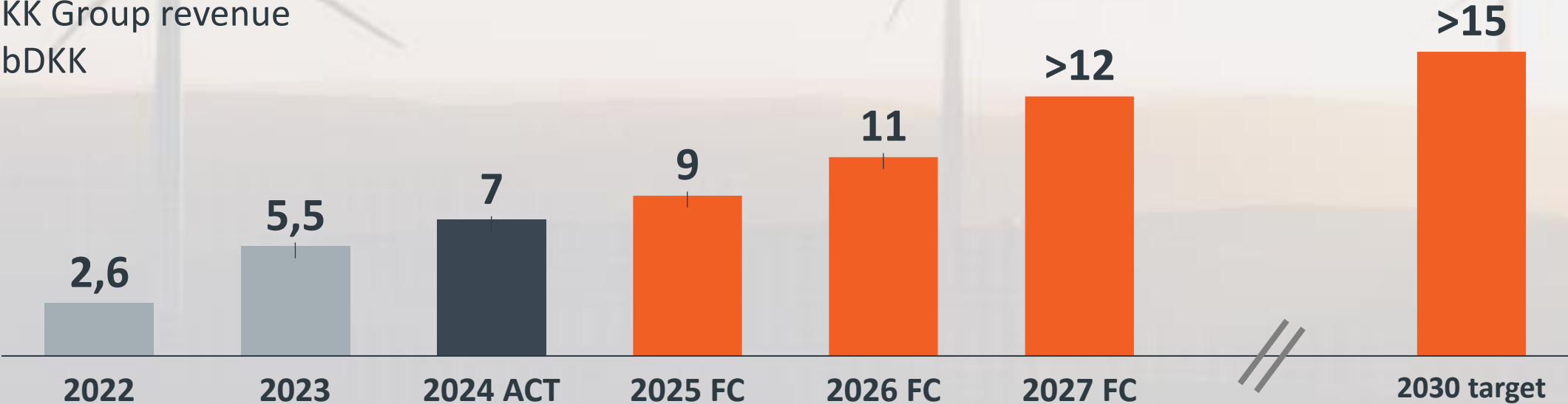


Our M&A activities accelerate growth

Illustration of forecasted revenue growth supported by acquisitions

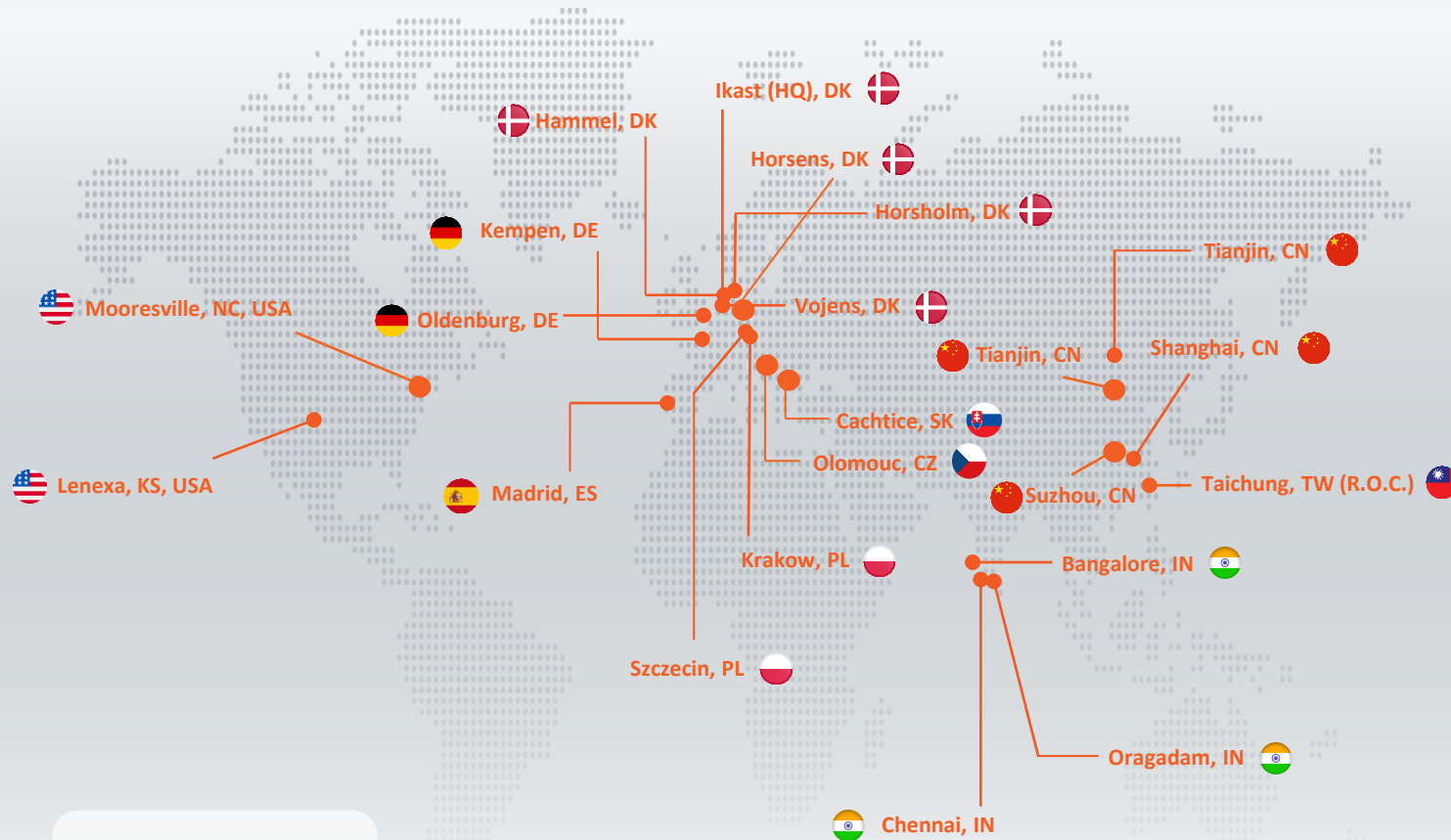


KK Group revenue
bDKK



Our combined footprint

Global setup with a strong presence across Europe & Asia



10 countries

3,400 people

Key highlights



Impact



M&A



Footprint changes



Optimization projects

Steering the organisations

Bridging financial insights, management decisions and operational impact

Transparency into performance

Utilize existing data and BI resources to create KPIs



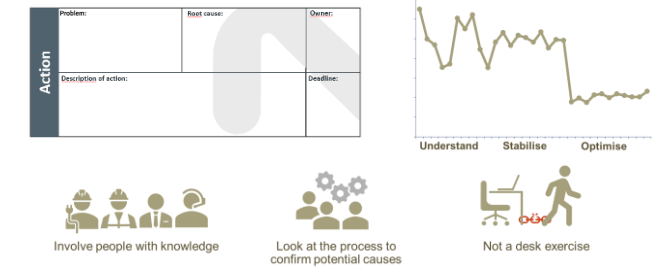
CEO/CFO management system

Ensure that KPIs are tracked systematically to ensure timely intervention



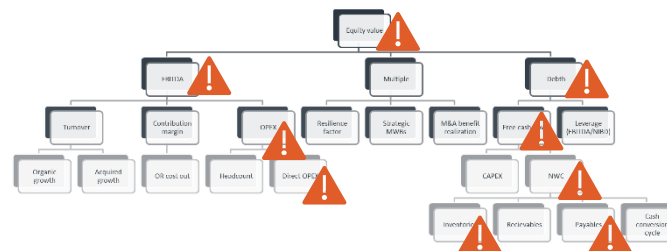
Operational impact

Ensure intervention to impact



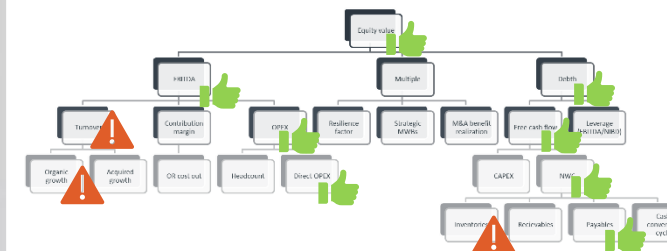
Du-Pont-model

Identify drivers and contributors of equity value and where to focus



Increasing the value of KK

Improve Du-Pont model and re-evaluate KPIs in focus



Strategic goals and priorities

Creating a sustainable future for green energy through industrial resilience and growth

Strategic Goals

Be profitable

Enable and make the green energy transition sustainable.

De-risk & purpose-driven

Build an industrial company that can withstand the test of time and be worthy of longer-term ownership.

Increase the value of KK

Manage the company in a way that increases stakeholder value, for everyone.



INTEGRATE Acquired Companies

Define operating models and corresponding global governance and process foundation, optimize and converge ERP systems, realize synergies across BU's and ensure 'best-of-breed' deployment of principles, methods and tools.

1 OR INTEGRATION
INCL. D365

2 REALIZING THE OR
BUSINESS CASE



DIVERSIFY Business

Selective and adequate investments in new business opportunities within existing core and new business areas to ensure strategic diversification on customers, products, industry segments, regions and business models.

7 INVEST
MANAGEMENT

9 ENTERPRISE RISK
MANAGEMENT



SCALE Organization

Attract and develop people. Ensure efficient scaling of organization and structures. Maintain a strong positive culture, empowered teams, a safe working environment and a high employee engagement during hyper growth.

5 GBS JOURNEY

10 DIGITALIZATION



ACCELERATE Execution

Ensure short time to impact on decisions, investments, activities and projects through simplification, efficiency, agility and high-speed execution in both administrative, commercial and operational workflows

3 STEERING MODEL

8 CYBER SECURITY &
APPLICATIONS



MANAGE Cost

Optimizing all aspects of cost management incl. product cost, OPEX, CAPEX, productivity, cost-out, localization and quality cost. Maintain strong business acumen and drive decision making based on a KK Valuation mindset.

4 INTERNAL CONTROL
MATURITY

6 NET WORKING
CAPITAL

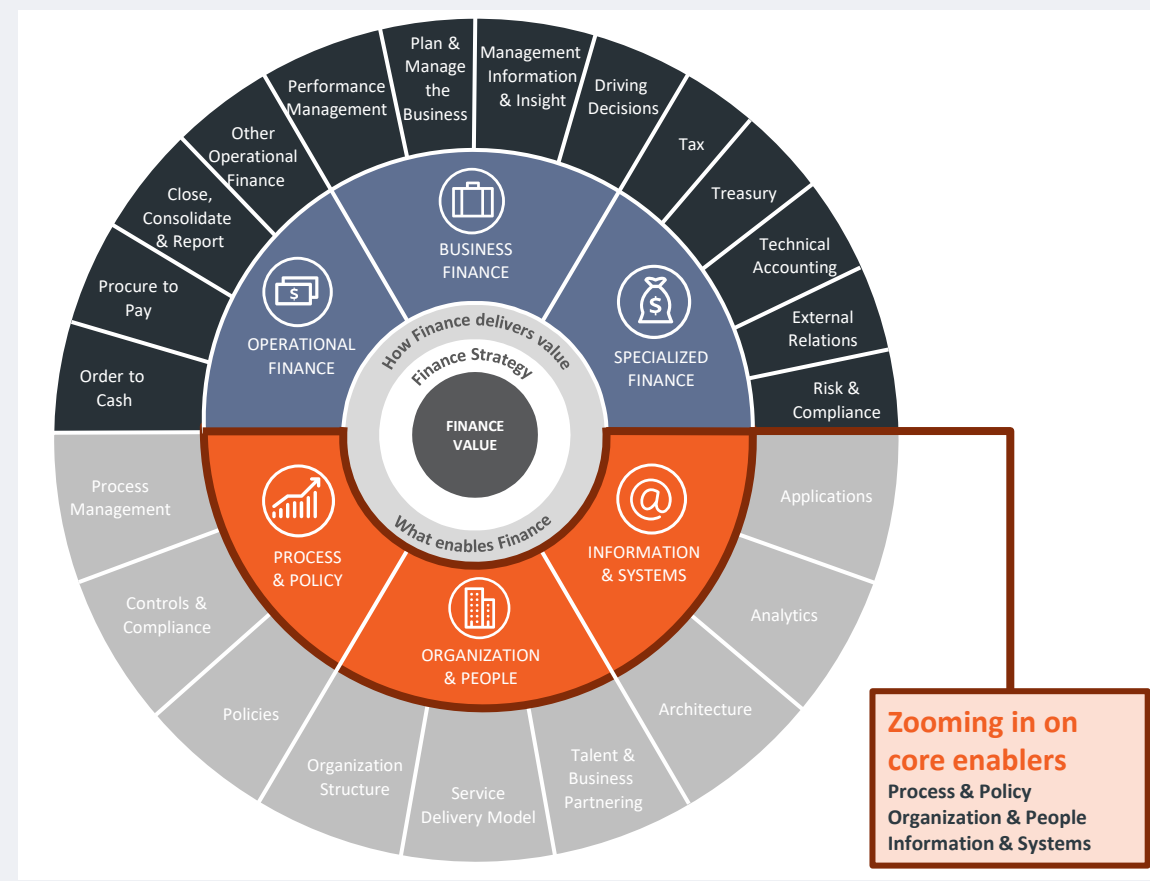
Develop the Business

Run the Business

Processes, People & Systems

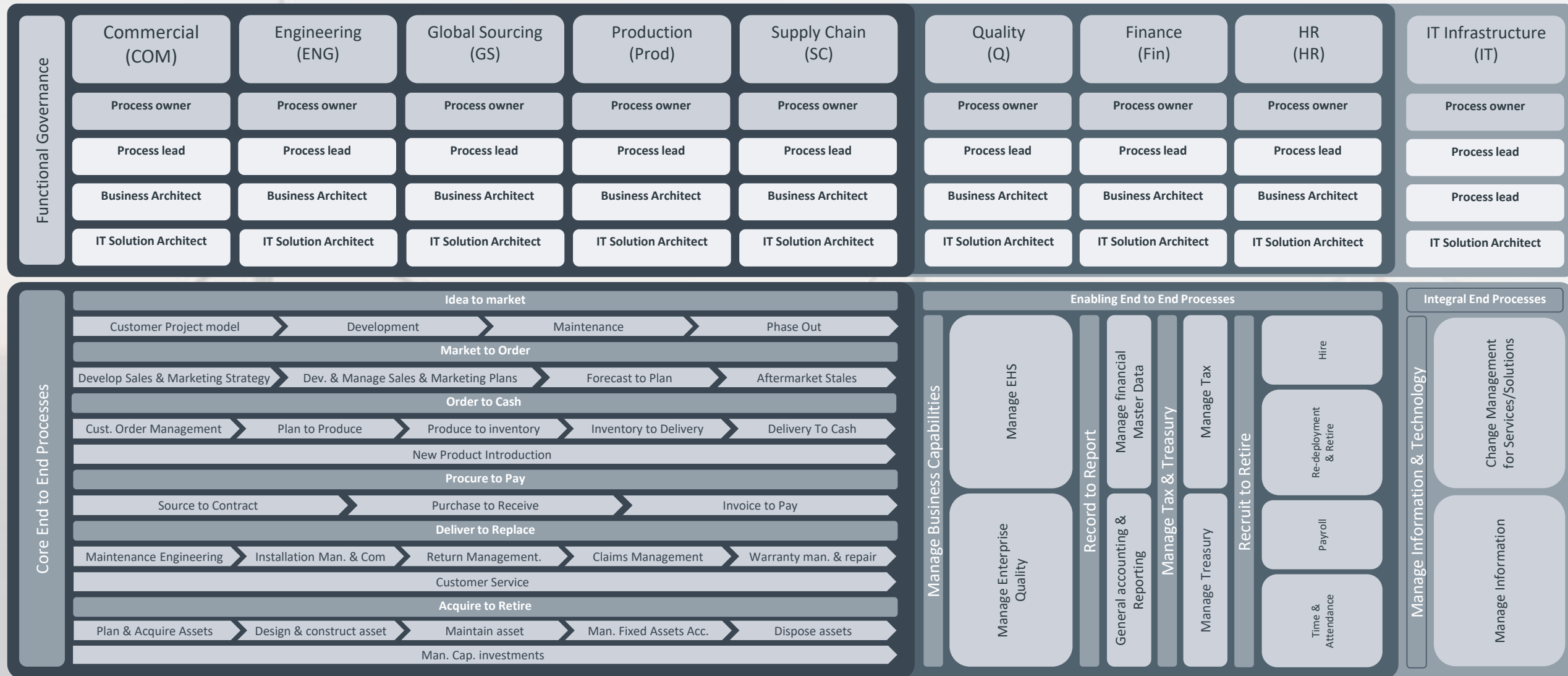
Mapping of Key Journeys to core enablers

		PROCESS	PEOPLE	SYSTEMS
1	OR INTEGRATION INCL. D365	X	X	X
2	REALIZING THE OR BUSINESS CASE	X	X	X
3	STEERING MODEL	X	X	
4	INTERNAL CONTROL MATURITY	X	X	X
5	GBS ¹ JOURNEY	X	X	X
6	NET WORKING CAPITAL	X		X
7	INVESTMENT MANAGEMENT	X		X
8	CYBER SECURITY & APPLICATIONS	X	X	X
9	ENTERPRISE RISK MANAGEMENT	X		
10	DIGITALIZATION	X	X	X



Lead with processes

Navigating a complex E2E process landscape



What does the Future of Finance look like?

A different blend of skills and personalities will be required for the future

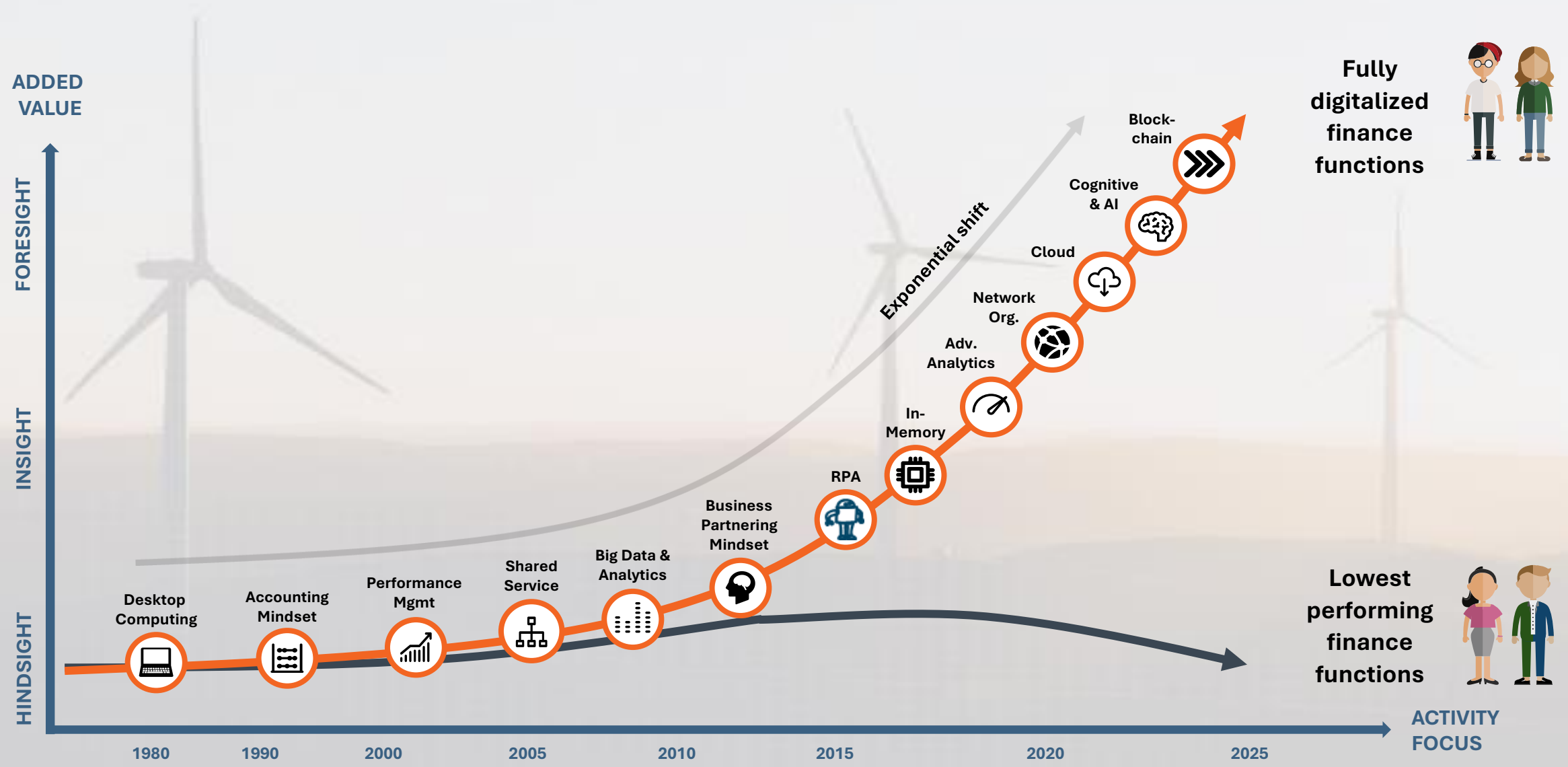
What Finance looks like today...



... and how it looks tomorrow

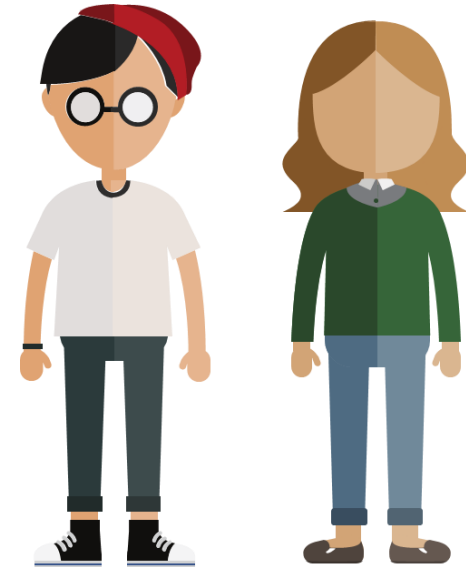


The future is shaped by digital technologies



How do we facilitate growth with people?

Rethinking the workforce roles and capabilities required to thrive in the digital world



What are the next steps?

Short term progress and quick wins supported by the finance organization

Learn from others

- Build capabilities
- Digital awareness/curiosity
- Example: Digital transformation training



Initiate progress

- Allocation of money for digital investments
- Learning by doing
- Example: Digital christmas gifts



Create foundation

- Standardisation and digitalisation of processes
- Example: Digital Finance Department



Q&A



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